

INTERPERSONAL TECHNOLOGY

The Art and Science of Personal and Professional Effectiveness

presented by
T.J. Griffith



Interpersonal Technology



James A. Gwaltney, PhD

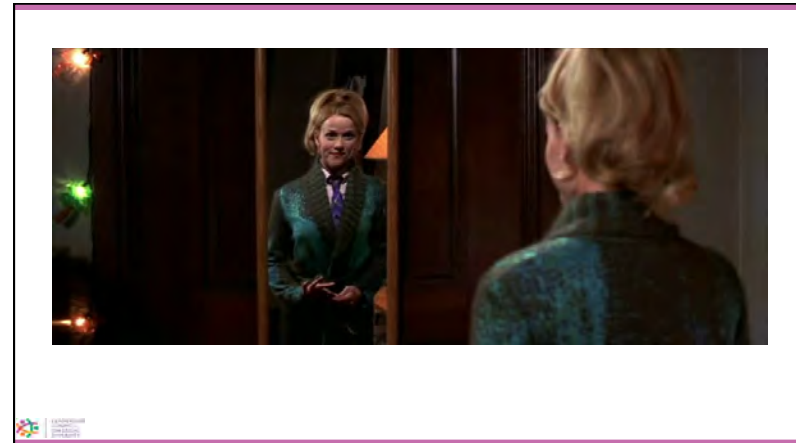
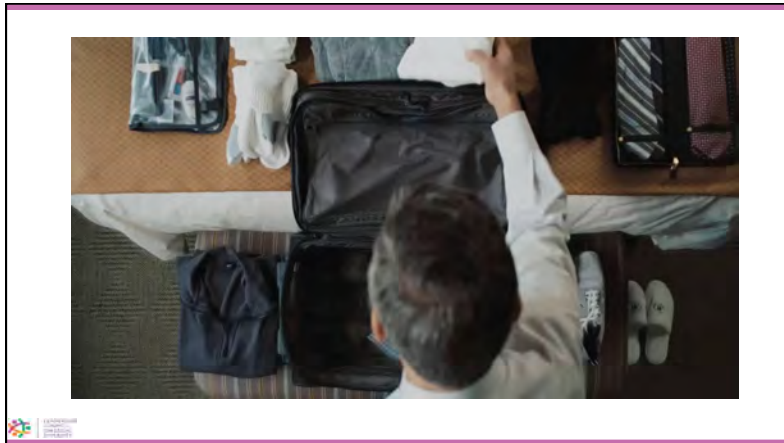


Our Unique Viewpoint

A result of our EXPERIENCES

- History
- Roles
- Climate





Individual Viewpoints and Communication

EVERYONE HAS THEIR OWN POINT OF VIEW

SIX

NINE

“The single biggest problem in Communication is the illusion that it has taken place.”

– George Bernard Shaw

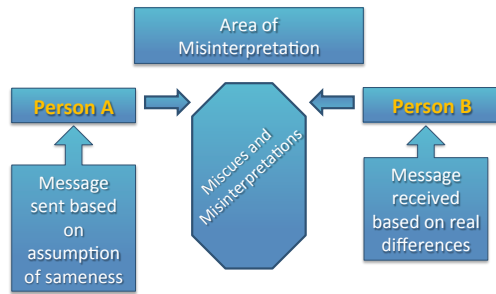
Finding Common Ground

STYLE

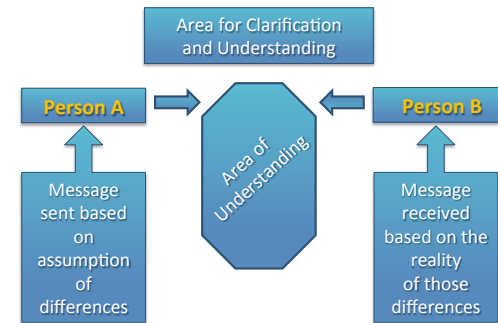
- Based on our natural preferences
- Behaviors are observable, giving us a point of commonality

Style is what we have *in common*, which makes it a good place to begin an effective interaction.

How Different Points of View Impact Our Interactions



How Different Points of View Impact Our Interactions



Improving Our Interactions

Involves raising our awareness of how our Diversity requires us to strive for common understanding.



Emotional Maturity Involves

- Self-awareness
- Social awareness
- Emotional self-control

Emotionally Mature individuals see themselves clearly, understand their strengths and weaknesses, and are open to making adjustments when necessary.



Effective Interactions Require

- A present awareness
- An openness to receiving immediate feedback
- A willingness to make adjustments in the moment as needed



Interpersonal Technology[®] A Framework for Understanding

Four Spheres
of Activity



The Four Factors

Fields of Activity: People Area

- Interacting with others
- Reading signals from others
- Choosing interactive strategies






The Four Factors

Fields of Activity: Path Area

Communication & Decision Making

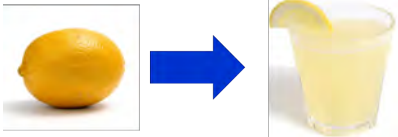

- Giving information
- Receiving information
- Analyzing information
- Making decisions
- Solving problems

Product

Is the Implementation Factor


Reflects our preferences for how we choose to turn decisions into an end product. It reflects how we like to get things done. It has to do with exploring options, getting closure, and gaining commitment to the decision.

Pace

Is the Intensity Factor

Reflects our natural cadence when engaging in the other three behavioral domains - People, Path, and Product. It refers to our individual comfort level with regard to tempo, rhythm, and rate. It has elements of both action and reflection.




The Key to Interacting More Effectively

Requires an in-depth understanding of the interactive process and an awareness of our own and others' "go-to" behaviors.



Four Spheres of Activity: A Continuum of Skill Preferences



PEOPLE

Self-Motivated

Self-Directed
Internal Reference
Independent
Strong Opinions
Impact

Other-Motivated

Other-Directed
External Reference
Relational
Flexible
Affiliation



Non-Verbal Indicators

Self-Motivated Behaviors

- Do not nod in response to your conversation
- Do not smile in response to your smiles
- Adopt an independent (different) body posture
- May refuse eye contact or engage in prolonged eye contact
- Remain non-synchronous



Self-Motivated



Non-Verbal Indicators

Other-Motivated Behaviors

- Nod frequently during conversation
- Smile in response to the smiles of others
- Assume similar body postures early on
- Show synchrony with others on a continuing basis



Other-Motivated



PEOPLE Area Reflection Exercise

Directions: Visit with the other members in your group about your scores on the Self-Motivated and Other-Motivated skills.

SM %	OM%	Name of Person

Reflection questions:

- Describe a situation where your dominant “People” skill is obviously operative in your daily life.
- Recall a situation where you recognized the “Self- and/or Other-Motivated” skill as having had an impact on the outcome of the interaction.





PATH

Thinking

- Left Brain
- Linear
- Analytical
- Sequential
- Factual

Feeling



- Right Brain
- Global
- Intuitive
- Holistic
- Experiential

Non-Verbal Indicators

Thinking Behaviors



- Limited body movement
- Remain reserved (distance when speaking)
- Use precise language (factual, correct)
- Leave short period of silence while processing information
- Exhibit flat facial expression

Non-Verbal Indicators

Feeling Behaviors

- Move body frequently
- Stand close when speaking
- Comfortable with appropriate touch
- Show animation when talking
- Are spontaneous and talk of feelings





PATH Area Reflection Exercise

Directions: Visit with the other members in your group about your scores on the Thinking and Feeling skills.

T %	F %	Name of Person

- Discuss the skills, how and when you might use them, biases you hold for one or the other skill, insights you had as we talked about the skills.
- What percentage of Thinking to Feeling people do you believe are in your workgroup?
- Do you see a value judgment in your organization placed on one style over the other?



PRODUCT

Choicing

- Practical
- Pragmatic
- Task Oriented
- Results Driven
- Concrete
- Closure

Dreaming

- Theoretical
- Creative
- Concept Oriented
- Idea Driven
- Reflective
- Exploration



Non-Verbal Indicators

Choicing Behaviors

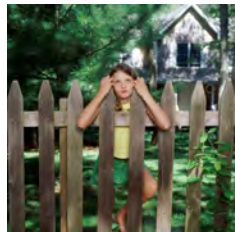
- Stand well planted (knees locked back and firm stance)
- Walk more on heels
- Use downward gestures and end sentences with downward inflection (slight monotone)
- Very practical and pragmatic in conversation



Non-Verbal Indicators

Dreaming Behaviors

- Stand on the balls of feet (shift)
- Talk with an upward inflection at the end of sentences
- Turn palms up and gesture upward
- Have a variable voice inflection
- Talk more about options and ideas



PRODUCT Area Reflection Exercise

Directions: Visit with the other members in your group about your scores on the Choicing and Dreaming skills.

C %	D %	Name of Person

- How strongly do you favor your dominant implementation skill when undertaking a project?
- Describe how your Choicing/Dreaming preferences influence your behavior.
- Discuss your work area in relation to the need for Choicing/Dreaming skills.



PACE The Influence Factor

Four Spheres of Activity
PEOPLE PATH PRODUCT PACE

Three Operational Spheres
PEOPLE PATH PRODUCT

One Influential Sphere
PACE

Pace influences the tempo and intensity of the other three spheres, and impacts the way People, Path, and Product are expressed.



PACE

Active

- Need for external activity
- Rapid response
- Impatient
- Initiating

Pensive

- Need opportunity to create strategy
- Measured response
- Patient
- Reflective



Non-Verbal Indicators

Active Behaviors

- Hit the beginning and ending of words hard
- Rapid body movement, appear intense
- Give immediate reactions (quick response)
- Talk louder



Non-Verbal Indicators

Pensive Behaviors

- Slower pace and movement
- Movement more smooth and relaxed
- Demonstrate patience
- Speak in quieter, relaxing tone



Skill Audit

SM	78	C	194
OM	179	D	63
T	190	A	72
F	67	P	185



PACE Area Reflection Exercise

Directions: Visit with the other members in your group about your scores on the Active and Pensive skills.

A %	P %	Name of Person

Reflection questions:

- How do you see your Pace being a factor in your work setting, or in other situations that come to mind?
- Discuss your Pace in relation to the people you work with frequently.
- Can you think of examples where Pace differences helped or hindered work relationships?

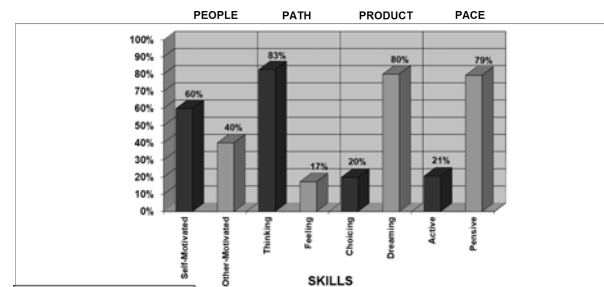


From Structure to Skill to Style Finding My Style



SAMPLE RESULTS

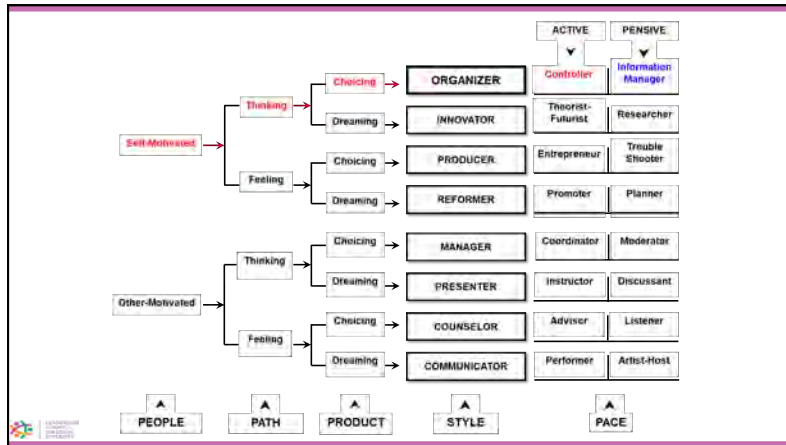
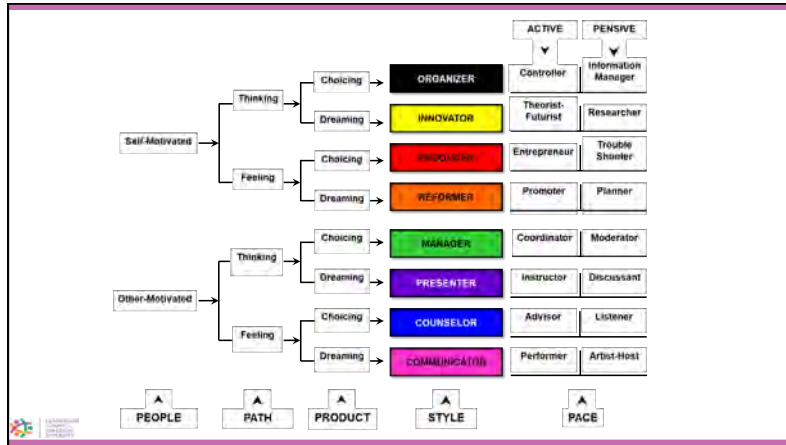
Interpersonal Technology Inventory



STYLE:
INNOVATOR-RESEARCHER

www.MentorManagement.com

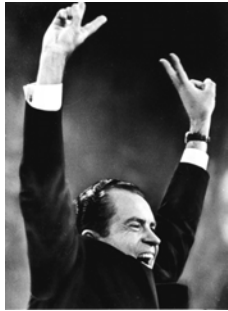




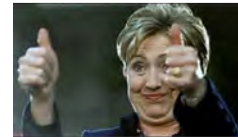
The ORGANIZER
Ten Key Words

Reserved	Logical
Policy Maker	Rule Keeper
Steady	Dependable
Pragmatic	Analytical
Detailed	Thorough

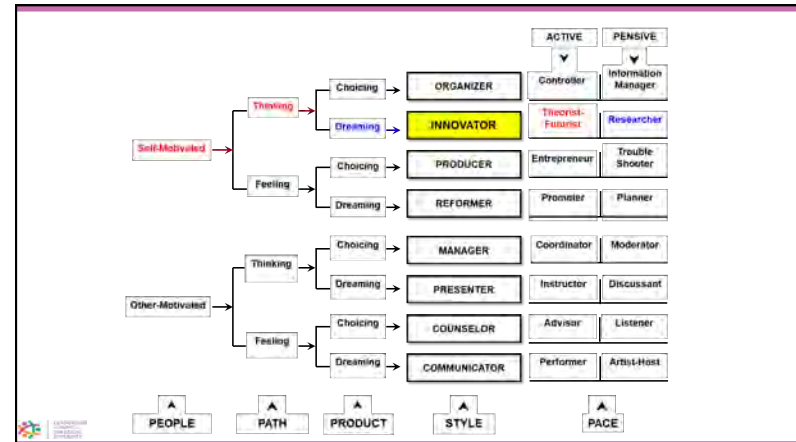
Richard Nixon – The ORGANIZER

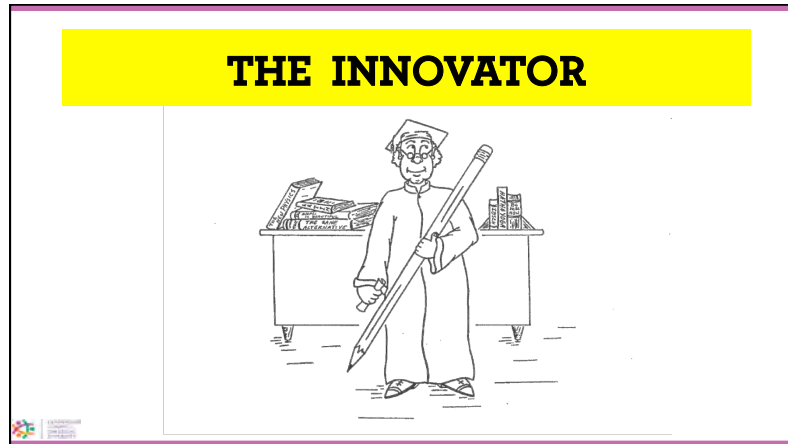


Hillary Clinton – The ORGANIZER



Style Presentation The Innovator





The INNOVATOR Ten Key Words

Idea Generator	Inventive
Problem Solver	Reserved
Unorthodox	Stable
Researcher	Analytical
Strong Opinions	Devil's Advocate

“Imagination is more important than knowledge.
For knowledge is limited to all we now know and understand, while imagination embraces the entire world and all there ever will be to know and understand.”
- Albert Einstein

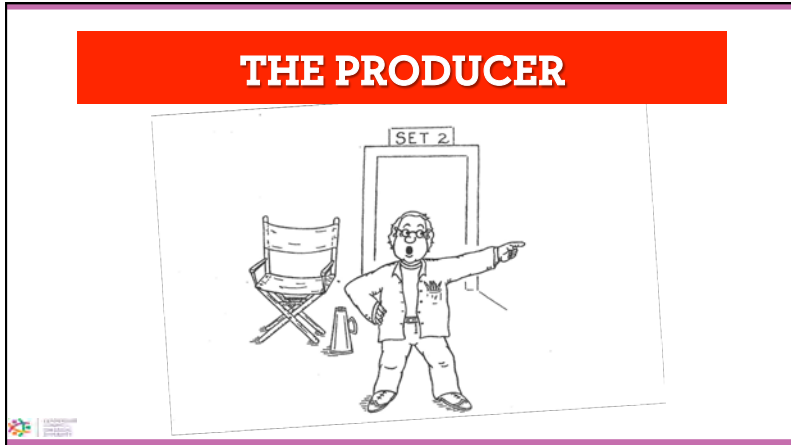
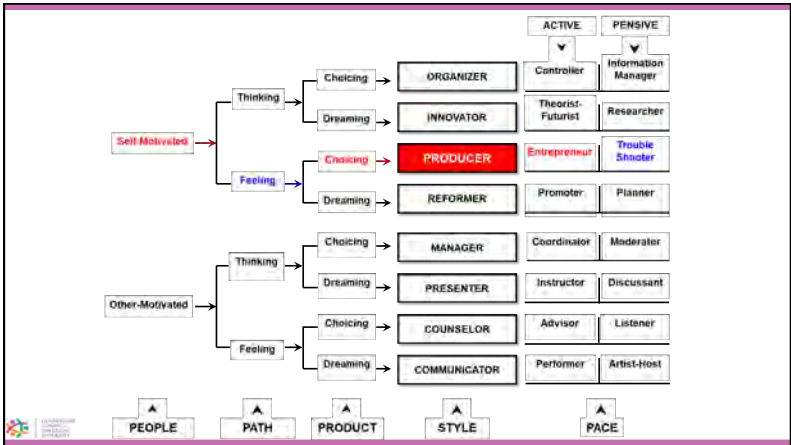
inspirationalhunter.com

Steve Jobs – The INNOVATOR

“I would trade all my technology for an afternoon with Socrates.”

“My job is not to be easy on people. My job is to make them better.”

Style Presentation The Producer



- ## The PRODUCER Ten Key Words
- | | |
|-----------------|------------------|
| Action Catalyst | Results Oriented |
| In Charge | Hands On |
| Open, Direct | Practical |
| Decision Maker | Risk Taker |
| Outspoken | Challenger |

LBJ – The PRODUCER

Journalists have given us an indelible picture of Johnson applying “The Treatment” to people who needed persuading.







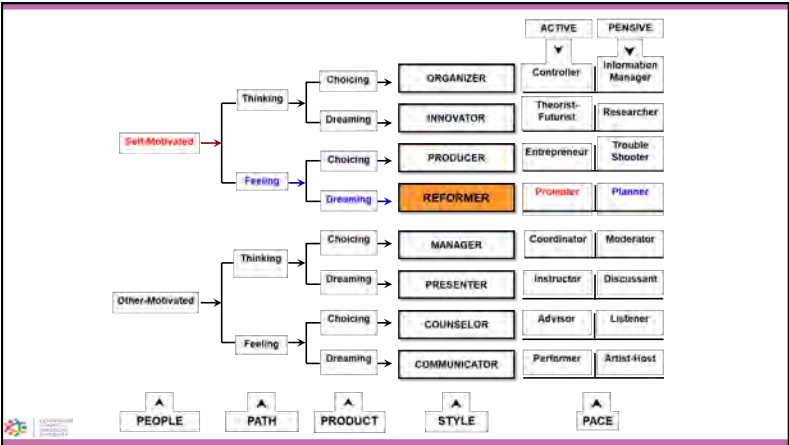
Donald Trump – The PRODUCER

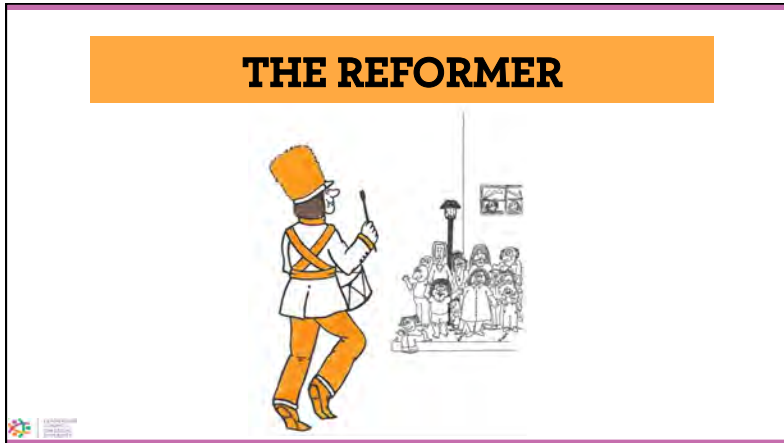







Style Presentation The Reformer

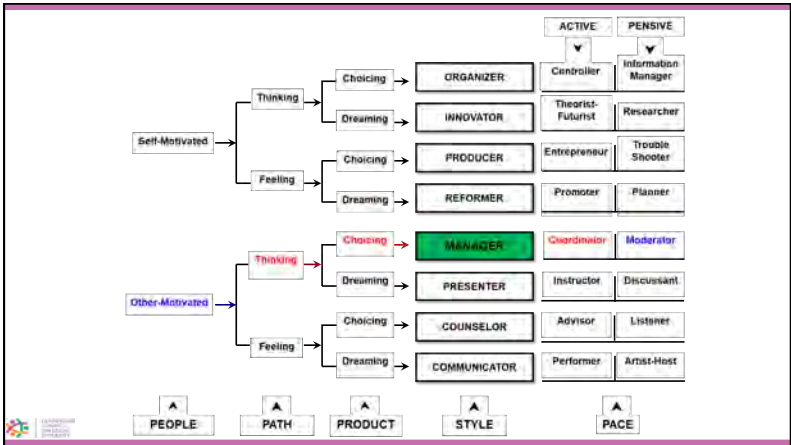


The REFORMER
Ten Key Words

Leader	Self Assured
Politician	Evangelist
Enthusiast	Inspire
Pioneer	Risk Taker
Visionary	Spontaneous



Style Presentation The Manager



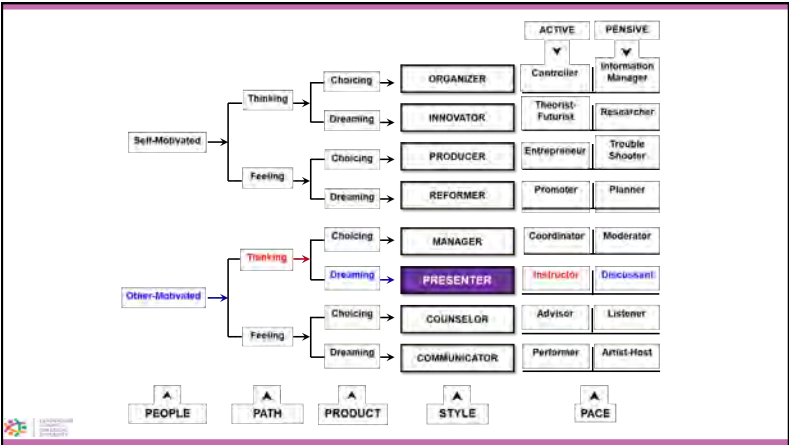
- ## The MANAGER Ten Key Words
- | | |
|-------------|---------------|
| Team Player | Loyal |
| Supportive | Patient |
| Logical | Task Oriented |
| Reasonable | Relaxed |
| Consistent | Outward Calm |

George Stephanopoulos The MANAGER

George HW Bush The MANAGER

“I’m not trying to get myself up a notch on the ladder by shoving somebody else down on the ladder, whether it’s a candidate for the president of the United States or anybody else. I just don’t believe that’s the way one should be; I’ve never done that.”

Style Presentation The Presenter




THE PRESENTER




The PRESENTER
Ten Key Words

Socially Aware	Synthesizer
Likes the Conceptual	Sees Possibilities
Life-Long Learner	Teacher
Values Competence	Wants Substance
Reflective	Facilitator



Barack Obama
The PRESENTER

“We need to internalize this idea of excellence. Not many folks spend a lot of time trying to be excellent.”









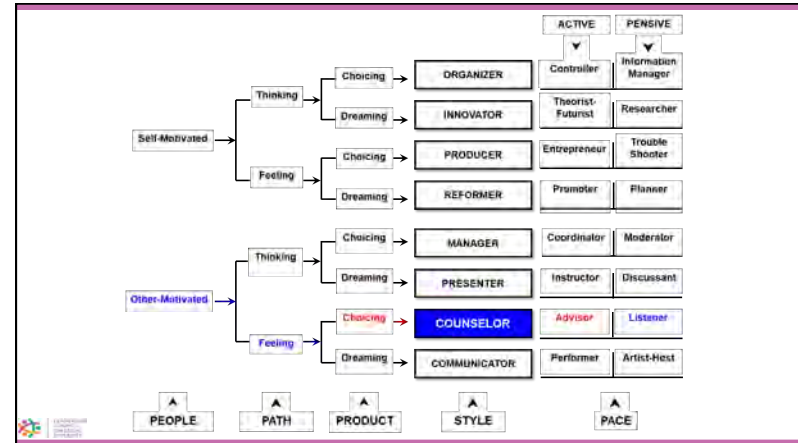
The PRESENTER

“Very few things in life are as important to find, and to keep, as love. Well... Love and your birth certificate!”

“Many of you know that I got my name, Barack, from my father... And I got my middle name from somebody who obviously didn't think I'd ever run for president.”

Style Presentation The Counselor



THE COUNSELOR



The Counselor Ten Key Words

- | | |
|---------------|---------------|
| Compassionate | Understanding |
| Authentic | Stay Informed |
| Listener | Trusting |
| Collegial | Mediator |
| Peace Maker | Practical |



The COUNSELOR

“As my mother said, we all have something. Everyone’s story has purpose and meaning and value, and I share this day of celebration with everyone.”

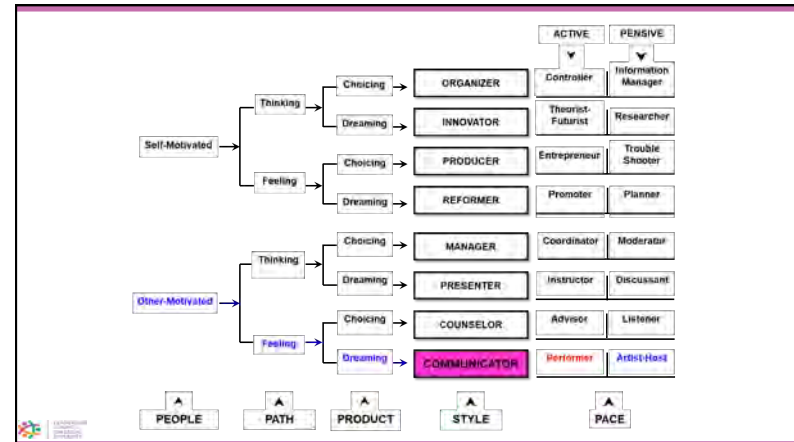
- Robin Roberts



The COUNSELOR



Style Presentation The Communicator



THE COMMUNICATOR



The Communicator Ten Key Words

- | | |
|----------------------|-----------------|
| Creative | Entertaining |
| Big Picture Thinking | Intuitive |
| Perceptive | Warm |
| Values Diversity | Self Disclosing |
| Playfulness | Embraces Change |



The COMMUNICATOR



Questions
for You to
Contemplate

Reflecting on Your Style

- Consider your Style in action. How do you see your Style fitting into the overall functioning of your organization?
- What insights have I had about how my Style assists me in accomplishing my job?
- What insights have I had about how my Style may interfere with, or hamper me, from communicating with others?



Strategies for Application

- Consider the people whose Styles seem to make communication more difficult between the two of you.
- What do you know about those individuals after learning about the different behavioral skills that may be helpful as an aid in future interactions?
- What changes might I need to make to be more effective with him/her?



A Final Thought

“People travel to wonder at the height of mountains, at the huge waves of the sea, at the long course of rivers, at the vast compass of the ocean, at the circular motion of the stars; and they pass by themselves without wondering.”

– Saint Augustine

